Appendix

Big Beaver Corridor Study
Vision Fair
January 18, 2006

Topic: General Land Use

1. Please identify features and/or characteristics of the existing land uses within the Big Beaver Corridor that you consider to be positive and that should be maintained in the future.
   - All properties developed by Sam Frankel still maintain their beauty
   - Somerset Collection
   - The Monarch
   - National City Bank
   - City Center
   - Columbia Center
   - Nothing comes to mind
   - The retail is a positive
   - Lots of positive – shopping, business area and more
   - Somerset
   - This is about Station #1, which showed multiple pictures of "world class" cities. Moving Troy in this direction is (or would be) moving it from a suburban area to an urban community. I think this is fine as long as this is what the voters want to see happen. Therefore my two concerns are: 1) How can the question of whether the voters want an urban or suburban community be answered? How can the residents be polled on this specific question? 2) I have concerns that the scale (i.e., "world class" cities) is too grandiose for Troy and am concerned about whether we are being realistic and whether we can afford the plans that we come up with.
   - Love the attractive medians – the flowers and banners – the smooth surfaces – the cleanliness
   - The secondary areas need to be upgraded, not just the DDA area
   - Keep the current high traffic capacity road. Do not increase the time it takes to drive from Coolidge to Dequindre.
   - A variety of architecture styles
   - A mix of retail, office, service and residential uses
   - Adequate parking for those who drive to the area
   - Office and some retail, not too far from each other
   - I'd like to see the Yamasaki Building and grounds be preserved and a pier structure built over (for Marriott) starting 3 floors up– then an art and science museum addition with an entrance facing the library and an entrance from the hotel as an added attraction to the hotel, preserving and restoring a world creative source
   - I think a moratorium should be put on all single family construction in the downtown area ¼ mile north of Big Beaver. We need that space for redevelopment and future expansion.
   - I feel that Somerset Mall has a very positive influence on the Big Beaver Corridor. Also, many of the hotels and restaurants along the corridor are positive, in the respect that they draw people to the corridor after the office buildings clear out at the end of the day.
   - Good office space
   - Good retail space
   - Lots of parking just the wrong type: surface versus parking deck
   - The upcoming PUD's that will have residential and retail will be positive
   - The current setup of office, stores and restaurants between Coolidge and Rochester Rd. is ideal. Any new condos/apartments should be west of Coolidge and east of John R.
   - Business high rises are good
   - Restaurants are fine

2. With respect to land use, what improvements and/or changes (e.g. new uses, change of uses) do you believe are needed to transform he Big Beaver Corridor into a World Class Boulevard?
   - A new Master Plan needs to be developed and implemented
   - Parcels should be assembled to create like-sized buildings per mile
   - We should eliminate parking between sidewalk and buildings. Need more greenbelt. Hide parking.
   - Make buildings have uniformity in address numbers and location on buildings
   - Lush landscaping
   - Pedestrian access when crossing Big Beaver
   - More intense land uses
   - Structured parking
   - More pedestrian and bike friendly including crossing the corridor! Big Beaver is a major problem for cyclists wanting to ride north and south. I cannot recommend a single safe crossing within the study area. Big Beaver is a designated Troy bike route. The existing median landscaping makes mid-block crossing difficult to impossible. Traffic control devices are not pedestrian/bike friendly. e.g., Giving green signals to cars turning through crosswalks with walk signal.
   - Poor water sidewalk drainage near Bellingham on south side
   - Keep the big offices off the road. Add mixed-use development along the right-of-way. Retail/residential office in smaller bldgs. (3 stories max.) Too much office land use within center of DDA District.
   - We need more of the boulevard feel and less of a major thoroughfare feel. More park area, more "classy" restaurants, not chain restaurants, more pedestrian walkways, more art – sculpture, etc.
   - This area should be interspersed with cultural spots – small galleries – small museums too. Sculptures and other art and music (jazz perhaps) cafes – NOT JUST RETAIL. Young people want places to meet and hang out together – not just a shopping place.
   - We need more residences mixed in
   - Parking decks with 2-hour free parking
   - Exuberant landscaping needed
   - Possibly move parking behind buildings or in decks, so that storefronts can come closer to the street. The shopping venue in Rochester Hills (on Adams) has a real "downtown" feel which would be a nice complement to Somerset. Would like to see an AMC movie complex planned in the rear of the K-Mart property. Definitely need to consider how to make the boulevard more "walkable." With cars blowing by at 45 mph, it is too dangerous now.
   - I believe that the area from Rochester Road to John R is the most underdeveloped section and is in the most need of improvement or transitional planning. However, since it's not in the DDA District, it is neglected to a secondary focus by the study groups. I would urge that this section be elevated to at least equal with the section that is within the DDA area. Actually, I think it should be the primary area of focus, as it demonstrates the most need. Another advantage of focusing on this mile (Rochester – John R) is that the taxes garnered from redevelopment would wash into the general fund and be available to redevelop other areas of the City.
   - Add right-turn lanes to all intersections
   - Restaurants, clubs, entertainment accessible to pedestrians
   - Small "interesting" shops
   - Sidewalks interconnecting businesses away from traffic
   - Convenient, but unobtrusive parking
   - The zoning plan needs to be thought about. The present one does nothing to encourage a people-friendly corridor.
   - Personally, I feel we should have less traffic and development, rather than more, which seems to be the case at present. Maybe we may have to decrease some of the free services offered by the City in order to keep taxes as low as possible for the residents, but I feel the residents I know would rather have less city services offered in order to avoid having Troy turn out to be another Southfield someday. More attractive landscaping, fountains, etc. would help make Troy more attractive for retaining both business and residents, not more businesses. Concerned about the lack of tenants in the office buildings on Stephenson and 15 Mile to 14 Mile. Nice-looking buildings which the City should concentrate on helping the building owners make their buildings more desirable for tenants rather than focusing so much on Big Beaver Rd. I think the value of the DDA for business development is questionable.
   - I think a people mover – tram (but upscale) short run – down the center of the boulevard – I see a sky limo to Somerset, from Coolidge to Rochester, highly developing both ends. May create more walking traffic.
   - In an effort to draw more people to the area, I think that restaurants, shops, offices as well as residential/mixed use buildings should be placed along the corridor, close to the road. As of now, it seems as if parking lots, typically empty after business hours, line the corridor, and give it an empty feeling. Placing mixed-use buildings along these areas may help to bring "action" and activity to the area after business hours. I also see a need for "affordable" residential areas along the corridor in an effort to attract younger crowds, which will be key in the future of the city.
   - Need Nightlife!!! Bars/clubs, more restaurants, movie theatre.
   - Need to add some more small retail shops along and close to Big Beaver. Lots of surface parking and that part close to Big Beaver would be available if some parking decks were constructed. Also need pocket parks, so that when people walk they have an opportunity to rest and relax, would be nice to see some sculptures even in the boulevard areas.
   - Don't change a good thing as currently exists. Nice to see openness.
   - Monarch Condo's and the like zoned as mixed use residential and business. Businesses on main floor and residential above would be neat.
   - More areas to walk with trees. Small cafes with outdoor seating. Variety of shopping, park areas, separate bike lanes, coffee shops, ice cream shop, etc. No tall buildings like Top of Troy near residential areas. More spaces with parks, trees to blend in between commercial and residential. No more office buildings. There seem to be so many lease signs on every office building!

Topic: Lighting, Landscaping, and Maintenance

1. Please identify features and/or characteristics of the lighting and landscaping within the Big Beaver Corridor that you consider to be positive and that should be maintained in the future.
    - Flowers and shrubs
    - Maintenance of existing landscaping is one positive
    - Light poles as they are today are monumental in scale. They scream to drive fast. There's nothing to slow down for, besides a red light.
    - Troy banners are a positive. They aid in the community character/feel – just put them on shorter poles.
    - Current lighting is excellent. Retain this type of lighting in the changes.
    - Lighting is effective, but extremely unattractive
    - Lighting should be "pedestrian in scale," even if only for appearance
    - Big Beaver landscaping that was planted as part of the road improvement is not maintained – let's maintain the existing vegetation before we plant more to be neglected
    - Establish an "endowment" for the preservation and maintenance of all improvements
    - The large, heavily landscaped medians are nice in breaking up the busy road. Also, the brick pavers at the crosswalks add a nice feature, large plantings of color in the summer are also very effective in making the area look nice and enjoyable.
    - Median plantings
    - We have very attractive landscaping. I don't think it needs to get "fancy." Keep what exists trimmed and neat.
    - Lighting is good
    - I'd like to keep the medians – lights are high and bright, banners make a powerful statement. Landscaping is beautiful.
    - The flowers on the islands are wonderful. Lighting is good on islands, but sidewalks need more light.

2. With respect to lighting and landscaping, what improvements and/or changes do you believe are needed to transform the Big Beaver Corridor into a World Class Boulevard?
    - More landscaping and lights on pedestrians' side rather than in boulevard
    - More shade trees in the boulevard
    - Bring the lighting down to a pedestrian scale
    - Narrow the road, widen the sidewalk
    - Add more buffer space between walk and parking/walk and curb, with landscaping
    - Median landscaping would make L-turns impossible
    - Existing landscaping is fabulous!
    - Eliminate annual flowers. They are too expensive to maintain.
    - Plant evergreens, ornamental grasses, perennial flowers, etc.
    - The more landscaping the <u>better</u>!!
    - Replace the industrial-type lighting fixtures with more people-friendly lampposts closer to the sidewalks. All down the corridor, the sidewalks border parking lots; they need to be next to the buildings in the future, with the parking lots behind the buildings.
    - I agree that smaller lighting along pedestrian walkways would add to the cosmetic beautification of the corridor
    - Add some small pocket parks, appropriately landscaped, and even some sculptures
    - Lower the speed limits between I-75 and Coolidge as the area becomes more pedestrian- friendly
    - As stated on the boards, the road is well lit, but the lights have <u>no</u> architectural interest whatsoever. Replacing the existing lighting with more "detailed" architectural lighting would create great improvement.
    - As much landscaping as possible
    - Distinctive "Troy" lighting with a motif
    - Keep it simple, attractive, neat <u>and as cheap as possible</u>!!
    - We need some beauty. Every landscape along 16 Mile is quite utilitarian and practical.
    - Consistent, attractive landscaping – a unifying look to the entire corridor
    - If more pedestrians were drawn to shops or outdoor eating along the street, it would be nice to cover some trees with twinkling lights and to have some other side lighting
    - Attractive gateway features to welcome people into the corridor
    - Many trees
    - Attractive lighting features
    - When plantings are in, they need to be weeded much better, and litter needs to be picked up more
    - Closer attention to sprinkler heads and watering patterns
    - Pull weeds in brick pavers
    - Sweep cigarette butts near curbs more often
    - Trees, trees and more trees. Lighting that fits into surroundings. No tall bright lights.

Topic: Parking

1. Please identify features and/or characteristics of the parking opportunities within the Big Beaver Corridor that you consider to be positive and that should be maintained in the future.
    - Somerset structure and any other parking structure is a good thing!
    - Plenty of parking but the form should change
    - Somerset N. Parking
    - Parking seems to be enough for the existing businesses
    - Parking should be transformed over time to minimize level parking to evolve to multi-level "high rise" parking
    - Adequate parking, even when stores are busy
    - Parking is very accessible
    - Efficient and convenient to the buildings, but not attractive
    - Somerset parking garage, as well as other parking garages located at hotels and offices along the corridor
    - Personally, I like the current parking lot in front of Bede Concept. I believe it enhances safety greatly. Parking behind buildings may be more visually appealing, but I feel it diminishes parkers' safety.
    - More structures, less surface lots
    - Allowing greater property utilization
    - Reduce parking space width to 9'
    - Ideal is lots of parking but it needs to be in a structure not surface
    - Maintain existing parking structures that exist off street – e.g., Somerset parking structure, parking structure behind SBC building
    - Parking at Somerset North with its layered decks behind Nordstrom etc. is much more preferable than say parking at Oakland Mall
    - All current parking structures need to be maintained and even added on to, to keep the visual of parking away from street

2. With respect to parking, what improvements and/or changes do you believe are needed to transform the Big Beaver Corridor into a World Class Boulevard?
    - Fill in parking lots with pocket parks, condos, shops, out at the street. Trees, sidewalks.
    - Some form of mass transit offered along Big Beaver with feeder routes on Rochester, Livernois, etc.
    - Move the parking off Big Beaver, behind buildings; bring the buildings closer/develop closer to the road. Add more structures to reduce the number of surface lots.
    - Reduce surface parking by building parking decks in the back lot and utilize the front part of the lots for small retail. This would facilitate making the area more pedestrian-friendly by giving reasons for individuals to walk, as there would be storefronts that they could window shop. Unless you have the retail close to Big Beaver, who is going to walk?
    - Create shared parking decks, as Birmingham has done. Include 2-hour free parking.
    - New parking should consist of "high-rise" parking structure. World class boulevards and/or golden corridors need to have high-rise in all respects. There is not enough land for parking as well as building without going vertical.
    - Promote underground parking
    - The photograph speaks for itself. This parking is completely underutilized, and Troy's parking requirements need to be rethought. Stack lots and move them back, instead of fronting the boulevard.
    - Parking would need to be somewhat away from primary pedestrian walkways
    - Parking should be unobtrusive
    - There needs to be parking near each of the businesses in the corridor to serve customers during bad weather, when customers aren't so inclined to walk
    - Parking areas should be well landscaped to maintain a pleasing appearance
    - Parking behind the buildings not in front of them, maybe multi-level parking. I didn't realize that 90% of Big Beaver corridor is paved areas until now.
    - Large parking lots between the street and the entrance of buildings must be eliminated, or at least broken up with landscapes. While they are expensive, parking garages may be necessary along the corridor, behind businesses. I fear that when the K-Mart property is redeveloped, parking for Somerset may become an issue, as Somerset often uses K-Mart's extra parking. Also, if the corridor project is successful, the City may be forced to incorporate public parking, for those attending possible restaurants, shops and other attractions.
    - I do not recommend any changes. I do not like parking structures; again they detract from safety even though they protect parkers from the weather elements.
    - More structures, less surface lots
    - Allowing greater property utilization
    - Reduce parking space width to 9'
    - Parking structures and all high-rise features. People need to feel safe to park and not have a long way to walk.
    - Create parking for casual visitors on both ends of the corridor with public transit running along the corridor. Businesses should create parking for their employees in a structure to cut down on the number of lots. Eliminate remaining surface lots and create business space that reaches pedestrian walkways.
    - I always feel sad to see acres and acres of cement with land covered up by parking lots. It's unhealthy for the environment. The land cannot return the rainwater – salts and oils and pollutants running off all the cement only end up polluting our lakes and rivers.
    - All future buildings should have standards that hide parking – underground, behind buildings or in structures
    - Buildings will have higher density, so proper parking per square foot ratios need to be maintained

Topic: Pedestrian Circulation

1. Please identify features and/or characteristics of the pedestrian amenities (e.g., sidewalks, paths, gathering spaces) and experience within the Big Beaver Corridor that you consider to be positive and that should be maintained in the future.
   - Sidewalks and walkways on both sides of street are good
   - Pedestrians have some difficulty when attempting to cross from north to south (and vice versa). Crossings could be more user-friendly to pedestrians.
   - Civic Center area provides wonderful walking venues
   - Lighting should be “pedestrian scale”
   - Speed enforcement
   - Ability for pedestrians to cross the “freeway”
   - We need walking/running and biking paths all through Troy. Destination spots at which to stop and benches like near the “heron rookery” near 19 and John R. I just stop and think of all the fun places to go in other cities, and Troy could have them.
   - I wouldn’t consider any aspects of pedestrian circulation positive. No one walks the corridor. It’s a vehicular corridor and unsafe for pedestrians. If one were to walk from an office building to a restaurant on the other side of Big Beaver, it would take 30 minutes or more, mid-block to mid-block.
   - The crossing at Somerset is a better direction to go in, as opposed to surface crosswalks. The distance between buildings are too far to create a comfortable pedestrian atmosphere.
   - The street center islands offer a welcoming feeling while on the corridor
   - Too few to really provide much. The benches by Somerset, the fountains by LaSalle Bank. Need more of both.
   - Need to find a space for bicyclists, too
   - Currently, I do not think Big Beaver is pedestrian-friendly. The traffic speed and volume of automobiles is not conducive to safe foot travel.
   - The existing landscaping such as the trees should be maintained and sidewalks also
   - Wide sidewalks along the entire corridor
   - Somerset crosswalk…not much else
   - The width of sidewalks are good and conducive to pedestrian traffic. During the day I observe families and seniors walking.
   - Lunch time is mostly workers exercising by walking at lunch
   - People smile when they walk at lunch. They enjoy uninterrupted sidewalks.

2. With respect to pedestrian circulation and experience, what improvements and/or changes do you believe are needed to transform the Big Beaver Corridor into a World Class Boulevard?
   - I think a “downtown” with residential housing (high density) should be built on the east side of Livernois across from the Civic Center, so there are people within walking distance of the Civic Center. Shops, bakeries, etc. that would appeal to these residents and people working/visiting/coming to the center.
   - Tree-lined sidewalks; Helsinki’s Esplanade has a park that runs between its boulevard and shops along street
   - Could use a traffic light for pedestrians who need to cross from north side at City Hall (particularly Library users) who need to catch eastbound bus. Now some of these individuals feel the need to walk to Livernois in order to have a traffic light to assist in crossing safely. Perhaps hand-operated to access green to cross when needed.
   - Lighting should be “pedestrian-scale”
   - Speed enforcement
   - Ability for pedestrians to cross the “freeway”
   - Generally speaking, traffic is always moving too fast on Big Beaver, which is good and not so good. Pedestrians really take their lives in their hands with the current high-speed vehicles whose drivers have no clue that there ever might be a pedestrian. A shuttle bus during busy daytime hours might alleviate some of this problem?
   - We, of course, need what we don’t have, a “CBD”. Troy is all spread out 35 miles square. All the following is just my own very uneducated opinions. The Big Beaver Corridor is very exciting but to make a more “central business district,” I believe, the north-south crossroads also need developing for a least a ½ mile either side of Big Beaver and/or create 3 or 4 more Multi-use Villages like Madison Marquette is going to create. The “village” up in Rochester is dedicated to retail shopping but a village could have ethnic restaurants for a main theme. We have such cultural diversity – we should have places to meet and share it. We could have entertainment villages as a theme, or a sports and arts village as a theme with a big outdoor amphitheater for plays, theatre, orchestra during the summer and take the seats out and turn it into a ½ block long outdoor skating rink in winter with shops around, and hot chocolate booths. Need internet cafés. We need a cultural center for the theatre and the arts. Pedestrian destinations – food, entertainment, shops. Separate these (3 or 4) destinations and give each a different flavor. Provide free trolley transport between these destinations
   - Landscape extravagantly
   - Provide some covered walkways
   - Lower speeds, which means narrow the drive lanes, eliminate at least 1 drive lane in each direction
   - Develop the corridor with retail/mixed use on the inside of the office building, closer or against the right-of-way
   - Bring it down to pedestrian scale, shorter light poles, soften the boulevard/pedestrian area – add more landscaping, less pavement, maybe some gathering spaces at key spots/intersections or in front of larger retail developments
   - Make the pedestrian more important than the car!
   - Add more places to cross. Every mile doesn’t cut it. Maybe an overpass every ½ mile or so.
   - We need more pedestrian destination points. Make people <u>want</u> to walk instead of getting in their car. Right now it’s just too dangerous to walk.
   - More restaurants utilizing the parking in front of the office buildings
   - Bridge overpasses above the corridors or redesigned crosswalks to create a main street image
   - New facelifts for existing (older) buildings
   - Provide some pocket parks interspersed between areas that pedestrian uses are major. Put some benches along the route, so people could just sit and meditate a few moments.
   - Provide retail – small shops closer to the pedestrian walkways
   - How will you get us across all those I-75 crossovers?
   - Motorists frequently exit driveways without looking in both directions – they are not attuned to sidewalk use
   - Need to connect somehow the north and south sides of Big Beaver for pedestrian traffic
   - Multiple overpasses would possibly solve the problem, but would be very expensive. Does anyone have a creative idea on how to solve this problem, because without it how can we create a downtown?
   - Might consider overpasses (like Somerset’s), signals which respond to buttons pushed by pedestrians, or a trolley
   - Move sidewalks away from Big Beaver, closer to the buildings
   - Encourage property owners to build covered walkway
   - Promote the use of 1 or 2 passenger electric scooters. Allow Jitney Services by private operators. Encourage business to provide them for use by employees. Provide north and south access paths to the neighborhoods.
   - More landscaping and your vision of a boulevard are great. Perhaps some type of transit system to service the corridor, i.e., a bus or monorail, etc.
   - The addition of family restaurants would be welcomed also
   - Bicycle paths
   - Pedestrian walkways that are more user-friendly
   - I would like to see a very solid planting of greenery on both sides of Big Beaver. Then, the area on the side of the greenery opposite the traffic and up to the beginning of the private commercial businesses could be developed with sidewalk cafés, gardens, art, boutiques, etc. It would be vital to insulate the lanes of traffic from these pedestrian areas, which would exist on both sides of Big Beaver. The Champs Elysees, Paris, is the model for this. That boulevard has 10 lanes of traffic and with this technique, they have created a vibrant pedestrian environment.
   - Attractive landscaping along the sidewalks
   - Many trees covering sidewalks in places
   - Seating and gathering areas
   - Some fountains or water features along the sidewalks
   - Decorative pavement
   - Pedestrian overpasses crossing Big Beaver at regular intervals
   - Moving sidewalks in some areas
   - More walkways over Big Beaver, which could be landscaped and have benches for reading or relaxing. Gardens between the street and sidewalk benches and pocket parks along the sidewalks.
   - Buildings are setback so far from the road by massive parking lots that they do not seem approachable by anything more than a vehicle. Buildings, such as restaurants, shops, residential and offices must be placed closer to the road, with parking behind, in an effort to attract people to walk around, rather than drive around. Also, additional crosswalks and a lower speed limit in areas would help to increase the flow of pedestrian traffic. Wide sidewalks with noticeable crosswalks must be included not only along the sides of the road, but the median as well.
   - Sidewalks must be well maintained at all times
   - I would like to see the police bike squad occasionally travel down sidewalks at non-peak hours for safety
   - There should not be bushes too close to sidewalk – perfect hiding place
   - Not have high-speed traffic next to pedestrian walkways. For example, where Caswell and Big Beaver are. We need more scenic walkways with trees and landscaping next to walkways. More walkways over traffic.

Big Beaver Corridor Study
Vision Fair
January 18, 2006

Topic: Streets and Traffic

1. Please identify features and/or characteristics of the streets and traffic patterns within the Big Beaver Corridor that you consider to be positive and that should be maintained in the future.
   - The intersection each direction at Crooks, Livernois and Rochester are very functional
   - It is a nice, wide boulevard with well-regulated traffic flow
   - The boulevard character is positive
   - Easy access to the area
   - Easy entrance and exit from the corridor to the buildings
   - There is growing need to provide pedestrian crossing signals along Big Beaver, between the major north/south Mile Roads
   - I feel that the median dividing the road is good, and could be a good landscaping opportunity along the corridor
   - Traffic flow and width of Big Beaver
   - Traffic configuration is well arranged. Right-turn lanes help greatly.
   - Wide boulevard streets are good
   - Keep the roads full! Without the traffic, Troy is in big trouble.

2. With respect to streets and traffic, what improvements and/or changes do you believe are needed to transform Big Beaver into a World Class Boulevard?
   - The intersection at Coolidge and Big Beaver is bad. Southbound and northbound Coolidge narrows too soon.
   - By incorporating the Monarch project, Big Beaver will have to become more pedestrian-friendly. If outdoor areas are located along Big Beaver, as many World Class Boulevards feature, the lane closest to the curb will have to offer cars a considerably slower rate of speed than is currently featured on Big Beaver. Perhaps Madison-Marquette will offer pedestrian-friendly opportunities for residents, workers and visitors.
   - More attention to cycling facilities on-road and crossings and bike racks
   - Lower speeds, reduce lane width, and reduce number of lanes, if traffic loads allow
   - Less through traffic on Big Beaver
   - Keep pedestrians away from heavy traffic
   - Some gentle curves in Big Beaver could make it more attractive
   - Maybe have 2 high-speed lanes, and between the boulevard and the sidewalk slower speed lanes. More walkways over the corridor.
   - I think the density of traffic created by development of Big Beaver should always take into consideration the fact that after Adams Road, Big Beaver becomes a 2-lane road. As a result, traffic even at present flows into my neighborhood (Wendover Woods) because of the bottleneck at Big Beaver and Adams. If the density of traffic should be increased, it will only mean that more traffic will flow into my neighborhood, which has many young children. This should be taken under serious consideration re: the development of the K-Mart property.
   - In an effort to attract people to the corridor, I feel that many things need to be done with respect to traffic, but more importantly, pedestrian traffic. I feel a World-Class boulevard requires space for people to walk and feel safe. Adding more sidewalks and safer crosswalks would be helpful in creating an environment where traffic and pedestrians are able to get along together without the fear of safety issues between them. Reducing the speed limit through some of the corridor may be necessary in order to accomplish this, as many cities such as Royal Oak and Birmingham have slower speed limits through their "corridors."
   - Free trolley
   - People mover system
   - Access roads along Big Beaver
   - Lots of great landscaping
   - If at all feasible…it would be nice to have a left-turn between Civic Center Drive (where there was one at one time) and Crooks Road. Drivers exiting the Civic Center must drive all the way to Crooks in order to be able to turn east.
   - Monorail or trolley from Rochester Road to Coolidge or from Dequindre to Adams. Should encourage more foot traffic.
   - My concern is that we already have great problems with infrastructure deterioration without funds to adequately address the problem. Additionally, we already have extreme traffic congestion during peak hours. Increased density and increased business development will bring increased revenues, but also will bring increased traffic congestion. If we are already faced with the inability to resolve these problems, how will increasing the problems be handled? I would not want to hear the answer: "Add more lanes." I would not want to see more concrete being poured. Is there another solution?
   - Enough traffic lanes to handle the volume of traffic. As a resident, there's nothing more annoying than it taking 25 minutes to go 2 miles to drive my daughter to swim lessons, between 5:00 and 6:00 p.m.. I'm concerned about the backup on Big Beaver during rush hours between Coolidge and Adams, because it goes down to 1 lane to go under the train bridge. It's already intolerable. More walkways over traffic.

Big Beaver Corridor Study
Stakeholders Workshop Comments
January 26, 2006

List of Attendees
Tom York, Forbes Company
Beth Barnes, Walsh College
David Cesario, Troy Marriott
Amy Coleman, The Kresge Foundation
Olaf Maly, Behr America
Bob Dudick, JFA
Tony Antone, Kojaian Cos.
Alan Kiriluk, Kirco
David Hay, Kelly Services
Kevin Shea, Cushman and Wakefield, Troy Chamber of Commerce
David Brainerd, Madison Marquette
Hunter Richardson, Madison Marquette
Gary Steven Jonna, Whitehall Real Estate
John Szerlag, City of Troy
John M. Lamerato, City of Troy
Doug Smith, City of Troy
Nino Licari, City of Troy
Mark Miller, City of Troy
Brent Savidant, City of Troy
Dick Carlisle, Carlisle/Wortman Associates, Inc.
Randy Metz, Grissim Metz Andriese Associates
John Law, Grissim Metz Andriese Associates
Dave Peterhans, Grissim Metz Andriese Associates
Rod Arroyo, Birchler Arroyo Associates, Inc.
Rebecca Bessey, Birchler Arroyo Associates, Inc.

1. What existing assets within the Corridor should be preserved and enhanced within the future World Class Boulevard?

Comment	Dots
Retail	
Somerset Collection	3
Pedestrian bridges	1
Presence of major employers	2
Lodging and meeting facilities	
Civic Center Complex	
Restaurants	
Clearly defined corridor	
Access to I-75 (Regional connection)	1
Quality office buildings	
Landmark buildings	
Diversity of ownership	
DDA	1
Zoning Flexibility / PUD Option	
Tax Increment Financing	
Redevelopment opportunities	5
Location / Proximity to affluent communities	1
Quality infrastructure	
Existing right-of-way width	
Existing landscaping	1
Location in Troy (Safest city, good reputation)	
Surrounded by quality housing	
Great public services	

List of Attendees
Matt Rosetti, Rosetti Associates
Jim Eppink, J. Eppink Partners
Mike Pudists, Yamasaki Associates, Inc.
Doug Smith, City of Troy
Mark Miller, City of Troy
Dick Carlisle, Carlisle/Wortman Associates, Inc.
John Grissim, Grissim Metz Andriese Associates
Dave Peterhans, Grissim Metz Andriese Associates
John Law, Grissim Metz Andriese Associates
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Rebecca Bessey, Birchler Arroyo Associates, Inc.

- Destination
- Vitality
- Energy
- New zoning policy
- New master plan
- Experiential place
- Urbanization
- Regional destination
- Vision and leadership
- Embrace new development
- Phased approach
- Slow traffic on Big Beaver
- Evaluate Business Improvement District
- Empower great design
- Unified vision
- Active first floor spaces
- Predictable outcomes for developers
- Transit service
- Pedestrian connections

2. What critical elements should be given priority to begin the transformation of the Big Beaver Corridor into a World Class Boulevard?

Comment	Dots
Additional residential units along corridor	1
Establishing multiple activity areas	
Increasing access to existing residential	
Walkability	2
Intermittent pedestrian destinations	
Draw people onto corridor	
Mass transit	
Creation of distinct districts	3
Emphasize regional transit	
Encourage coordination between adjacent properties	
Sculpture / Civic Art	
Identify public spaces	
Need to evaluate codes/ordinances	1
Wireless Internet availability	
Continuity of scale	1
Create a visual impact	
Catalytic uses (public and private)	3
Luxury hotel	
Define "gateways"	
Convention center	3
Performing arts facility	1
Signature / Landmark facility	
Create distinct activity areas	
Continuity of architecture	
Historic preservation	
Conservative / sustainable development	
Models / benchmarks for new development	
Creation of roundabouts	
Prevent "artificial" places	
Need to establish sustainability	1
Nightlife	4
Diversity of users	
Variety of residential types	
Establish secondary collector streets	
Access management and relation to pedestrian uses	
Regional cooperation (to enhance traffic flow)	1
Re-assess gas stations	
Alternative fuel stations	
Promote high-tech corridor – emphasize communications	
Promote corridor as financial hub	
Attract emerging industries and provide necessary infrastructure	

3. How can the City assist the private sector (property owners and developers) in order to achieve the World Class Boulevard vision?

Comment	Dots
Expand the role of DDA	2
Incentive funding from DDA	2
Design guidelines	1
Form based code – Zoning revisions	3
Ordinances that attract and maintain businesses	5
Encourage redevelopment	
Flexible zoning districts	1
Communicate with residents about benefits of vision	1
Create web-based platform	
Improve transitions to low-density residential	
Address skepticism of businesses	

The housing info is based on the telephone survey findings of residents in Troy and surrounding area in Oakland County and SEMCOG estimates of household growth. The following is a synopsis of the findings and conclusions.

- Primary growth opportunities in housing for Big Beaver are derived from two potential sources. One source is the existing households in Troy and Oakland County. The other source is future households in both jurisdictions.
- Troy contains about 30,962 households and is expected to grow over the next 25 years to 32,621 households. Thus, 1,659 new households are expected to be added to the jurisdiction.
- Oakland County currently has 429,315 households. An additional 152,523 households are expected to be added by 2030, with the number of households reaching 581,838.
- Of the current households within the jurisdictions as many as 36% can foresee or may move from their current unit to another housing unit within the next five years.
- Of the 36%, for about 35%, the cause of or reason for the change is one that makes them are likely to seek housing that could be built in the Big Beaver area. A majority of these (60% for Oakland County and higher percentage in Troy) are likely to stay in the area.
- Fortunately, the majority of those that are likely to move fall into demographic groups. These are relatively young (including but not limited to new household formation after finishing education) and relatively old without children or with grown children.
- The types of amenities sought could, for the most part, be fulfilled in housing associated with Big Beaver.
- About 20% of those that are likely to seek a different housing unit than that which they occupy at present, are willing or see themselves capable of paying $2,500 or more per month or not having any payments, with the unit being paid for by proceeds from their current unit. 30% see themselves as paying $1,000 to $1,250 per month for housing.
- Between 2000 and 2005 a total of 1,746 new units were built in Troy. About 40% of these units were defined as “attached condos”.
- Based solely on the number of existing households in Troy and Oakland County, a total of 18,123 housing units will be necessary in Oakland County to meet the demand for those that seek a move, wish to stay in an area, and will likely seek alternative housing that could be built along Big Beaver. Of these units 10,875 are likely to be priced below a level associated with a $2,500 monthly mortgage or rent payment and 6,469 would likely be priced above the $2,500 level.
- Assuming a 50% capture of the units associated with the existing households in Troy that meet the characteristics and are likely to change units (1,951), and a 20% market share for similar households (16,172) in the remainder of Oakland County, Big Beaver could capture as many as 4,200 residential units from existing households in Troy and Oakland County.
- Based solely on the anticipated number of new households associated with Troy and Oakland County over the next twenty-five years, a total of 5,975 additional units could potentially be added to Big Beaver.
- The total number of housing units potentially captured along Big Beaver is about 10,000 units over the next 25 years. The following is a breakdown of the potential absorption. Of these units, about 2,000 will be priced for payments above $2,500 (in constant dollars) with 8,000 below this level and most at about ½ that level in constant dollars).

Years	Above $2,500	Below $2,500	Total
1 to 3	386	1,546	1,932
4 to 5	454	1,814	2,268
6 to 10	480	1,920	2,400
11 to 15	240	960	1,200
16 to 20	240	960	1,200
21 to 25	240	960	1,200
Total	2,040	8,160	10,200

The commercial/business analysis is based on the business survey conducted along the corridor and in Troy, telephone survey findings of residents in Troy and surrounding areas in Oakland County, SEMCOG estimates of household growth, substantial research in the areas of Research & Development using assets in or near Troy and the Big Beaver corridor, and two methodologies employed to determine opportunities for the corridor. The two methodologies involve a comparative assessment and forecasting of demand. The following is a synopsis of the methodologies, where appropriate; findings; and conclusions.

- Several surveys were conducted as part of this analysis to generate critical information and a new data base not found elsewhere. One of those was a survey of current business operations located along the Big Beaver Road corridor in the City of Troy. The businesses were identified and contacted through the combined efforts of the Downtown Development Authority and The Chesapeake Group, Inc.

- A variety of assets associated with the corridor were identified by the current business operators along Big Beaver. Those deemed most important are: vehicular traffic volume and access; proximity to other businesses or the critical mass in the area; the quality character of the buildings in the area; and the proximity to residential activity. Others identified by lesser proportions of operators include the proximity to manufacturers, suppliers, or corporate entities; the proximity to executive's homes; and opportunity to build or own buildings. It is noted that several of these suggest that the inclusion of a greater mix of activity along the corridor, most notably housing, would potentially further enhance viability.

- The average number of year-round employees per business in the area is thirty-three. The average number of full-time workers is slightly more than 29 per operation. Only 7% of the operations identify the majority of their employees as living in Troy. Most that do not identify the employees as living in Troy define their employees as living elsewhere in the county, generally nearby.

- Less than one-fourth of the operations identify their sales or revenues as having increased over the last two to three years. About one-half say that sales or revenues have been stagnant. The types of operation ranged from retail and food service institutions; to real estate development and management; to personal services; to professional services; to a full range of financial services; to medical and health care services; to a mixture of Research & Development and manufacturing; to lodging; to communications services; etc.

- Those businesses reporting a decline in sales or lack of growth attributed the situation to:

    - Poor economic conditions, particularly in relationship to the auto industry.
    - The loss of manufacturing jobs.
    - Difficulties related to construction activities.

- Those firms reporting an increase in sales activity attributed their success to:

    - The introduction of new products and advancements in technology.
    - Improved advertising and promotions.
    - Long-term customer relations.

- Enhancements suggested by businesses included:

    - Better traffic patterns and movement, including wider roads, the synchronization of traffic lights, fewer left turns, and the use of police to direct traffic when necessary.
    - An increase in foot traffic aided by more crosswalks and pedestrian amenities.
    - More and better landscaping and improved landscaping maintenance.

- Businesses also identified new businesses, activities or services that they favored as a means to help their specific ventures. These included:

    - Research and development and technology oriented establishments.
    - Residential development.
    - Business services such as printing, advertising, computer and office supplies.

- About one-third of the operations need to expand or change their physical facilities. Importantly, 29% of those establishments that require or desire physical change feel that their current location would not be able to accommodate such a change. One-half 50% of those whose facilities within Troy would not accommodate an expansion do not have an alternative location within the City.

- In an effort to assure that both opportunities or gaps are identified for businesses that will serve a very local market as well as those that will serve a larger market, two comparative assessments were done. The first compared the business structure of Oakland County to other similar counties while the second compared the City of Troy to other similar municipalities. The identified business gaps defined through this process may or may not be appropriate for the City of Troy or the Big Beaver corridor because of the nature of operations, scale, or other factors.

  A comparative assessment requires comparing the business structure of one community with the structures in "like" or "similar" communities. In the initial assessment, the Oakland County structure is compared to business structures associated counties that are "similar". Based on the criteria, a total of seven counties throughout the country were identified as "like" counties for which the comparison in economic structure was made. These seven counties are:

  Nassau, NY
  Cuyahoga, OH
  Franklin, OH
  Sacramento, CA
  Allegheny, PA
  Hennepin, MN
  Middlesex, MA

Under-represented "industries" were then defined as those where Oakland County had a lesser number of businesses than at least five other counties. Thus, the number of businesses in Oakland County compared to the other communities was below what might be expected.

The following are the "industries" or businesses identified as being under-represented in Oakland County. About 135 are identified. Highlighted in grey in this and the next chart are retail operations.

Type of Business
Farm Labor Contractors and Crew Leaders
Hydroelectric Power Generation
Fossil Fuel Electric Power Generation
Natural Gas Distribution
Water Supply and Irrigation Systems
Glass and Glazing Contractors
Siding Contractors
Dog and Cat Food Manufacturing
Chocolate and Confectionery Manufacturing from Cacao Beans
Confectionery Manufacturing from Purchased Chocolate
Frozen Specialty Food Manufacturing
Fluid Milk Manufacturing
Cheese Manufacturing
Meat Processed from Carcasses
Commercial Bakeries
Frozen Cakes, Pies, and Other Pastries Manufacturing
Cookie and Cracker Manufacturing
Dry Pasta Manufacturing
Soft Drink Manufacturing
Ice Manufacturing
Broadwoven Fabric Finishing Mills
Canvas and Related Product Mills
Wood Container and Pallet Manufacturing
Corrugated and Solid Fiber Box Manufacturing
Folding Paperboard Box Manufacturing
Commercial Lithographic Printing
Digital Printing
Plastics Bag Manufacturing
Steel Wire Drawing
Ornamental and Architectural Metal Work Manufacturing
Construction Machinery Manufacturing
Printing Machinery and Equipment Manufacturing
Radio and TV Broadcasting & Wireless Communications Equip. Manufact.
Electromedical and Electrotherapeutic Apparatus Manufacturing
Prerecorded Compact Disc (except Software), Tape & Record Manufact.
Motor Vehicle Body Manufacturing
Metal Household Furniture Manufacturing
Mattress Manufacturing
Surgical and Medical Instrument Manufacturing
Musical Instrument Manufacturing
Tire and Tube Merchant Wholesalers
Roofing, Siding, and Insulation Material Merchant Wholesalers
Coal and Other Mineral and Ore Merchant Wholesalers
Refrigeration Equipment and Supplies Merchant Wholesalers
Women's, Children's and Infant's Clothing & Accessories Wholesalers
Confectionary Merchant Wholesalers
Fish and Seafood Merchant Wholesalers
Fresh Fruit and Vegetable Merchant Wholesalers
Petroleum Bulk Stations and Terminals
Wine and Distilled Alcoholic Beverage Merchant Wholesalers
Farm Supplies Merchant Wholesalers
Business to Business Electronic Markets
Used Car Dealers
Furniture Stores
Camera and Photographic Supplies Stores
Paint and Wallpaper Stores
Confectionary and Nut Stores
News Dealers and Newsstands
Gift, Novelty, and Souvenir Stores
Used Merchandise Stores
Electronic Shopping
Mail-Order Houses
Scheduled Passenger Air Transportation
Scheduled Freight Air Transportation
General Freight Trucking, Local
Used Household and Office Goods Moving
Specialized Freight (except Used Goods) Trucking, Local
Bus and Other Motor Vehicle Transit Systems
Interurban and Rural Bus Transportation

Charter Bus Industry
Scenic and Sightseeing Transportation, Water
Freight Transportation Arrangement
Couriers
Local Messengers and Local Delivery
General Warehousing and Storage
Refrigerated Warehousing and Storage
Motion Picture Theaters (except Drive-Ins)
Internet Publishing and Broadcasting
Paging
Credit Card Issuing
Other Activities Related to Credit Intermediation
Miscellaneous Financial Investment Activities
Direct Title Insurance Carriers
Passenger Car Rental
Passenger Car Leasing
Truck, Utility Trailer, and RV (Recreational Vehicle) Rental and Leasing
Formal Wear and Costume Rental
Title Abstract and Settlement Offices
Geophysical Surveying and Mapping Services
Other Management Consulting Services
Environmental Consulting Services
Research and Development in the Social Sciences and Humanities
Collection Agencies
Convention and Visitors Bureaus
Armored Car Services
Hazardous Waste Treatment and Disposal
Remediation Services
Junior Colleges
Cosmetology and Barber Schools
Offices of Optometrists
Family Planning Centers
Kidney Dialysis Centers
Blood and Organ Banks
Continuing Care Retirement Communities
Child and Youth Services
Services for the Elderly and Persons with Disabilities
Other Individual and Family Services
Temporary Shelters
Other Community Housing Services
Emergency and Other Relief Services
Vocational Rehabilitation Services
Theater Companies and Dinner Theaters
Dance Companies
Musical Groups and Artists
Promoters of Performing Arts, Sports, and Similar Events with Facilities
Museums
Zoos and Botanical Gardens
Hotels (except Casino Hotels) and Motels
Rooming and Boarding Houses
Drinking Places (Alcoholic Beverages)
General Automotive Repair
Communication Equipment Repair and Maintenance
Barber Shops
Nail Salons
Funeral Homes and Funeral Services
One-Hour Photo Finishing
Parking Lots and Garages
Grantmaking Foundations
Human Rights Organizations
Environment, Conservation and Wildlife Organizations
Other Social Advocacy Organizations
Civic and Social Organizations
Business Associations
Professional Organizations
Political Organizations

A second set of comparisons was also made. This required comparing the business structure of the City of Troy to other cities that are "similar".

Based on the criteria, a total of five cities throughout the country were identified as being "like" cities for which the comparison in economic structure was made. These five cities are:

Livermore, CA
Roswell, GA
Newton, MA
Cary, NC
Farmington Hills, MI

Under-represented "industries" were then defined as those where Troy had a lesser number of businesses than at least four of the other five cities. Thus, the number of businesses in Troy compared to the other communities was below what might be expected. The following are the "industries" or businesses identified as being under-represented in Troy. Twenty-eight (28) are identified.

Type of Business
New Single Family Housing Construction (except Operative Builders)
New Multi-Family Housing Construction (except Operative Builders)
Land Subdivision
Construction and Mining Machinery & Equip. Merchant Wholesalers
Outdoor Power Equipment Stores
Beer, Wine, & Liquor Stores
Musical Instrument and Supplies Stores
Warehouse Clubs & Supercenters
Used Merchandise Stores
Art Dealers
Used Household and Office Goods Moving
Lessors of Residential Buildings & Dwellings
Offices of Real Estate Agents & Brokers
Veterinary Services
Locksmiths
Carpet & Upholstery Cleaning Services
Sports & Recreation Instruction
Diagnostic Imaging Centers
Nursing Care Facilities
Continuing Care Retirement Communities
Vocational Rehabilitation Services
Golf Courses & Country Clubs
Fitness & Recreational Sports Centers
Hotels (except Casino Hotels) and Motels
Car Washes
Barber Shops
Nail Salons
Drycleaning & Laundry Services (except Coin-Operated)

- There a few critical implications from the comparative assessment including:

  - There are a number of industries where the County is under-represented, but Troy either is not or is, in fact, over-represented.
  - Few retail opportunities or gaps are identified.
  - There are substantial "gaps" identified that are most likely associated with future use of office space.

- Across most industrial classes, employment within Troy has declined. On average for the most recent reported years, Troy employment levels had fallen about 2% per year. Manufacturing, Information, Financial Services, and Professional and Business Services have each fallen in greater proportions than the average. Information and Financial Services have seen the greatest declines. Moving in a different direction, the employment activity encompassed by Education and Health Services has seen a substantial increase.

- The County has been increasingly interested in "Emerging Sectors" as an opportunistic economic growth tool. The County has defined these sectors as those with: a high 4-year growth rate; exponential market segment growth; revolutionary technologies; investment in the form of high risk venture capital; a highly-skilled labor pool; a strong educational framework; and a "great" business/government climate. Ten areas are also defined by the County as those that are part of the "Emerging Sectors". These areas of concentration are: advanced electronic & control systems; advanced materials and chemicals; alternative energy and power generation; biotechnology; communications and information technology; homeland security; medical devices and instruments; micro/nanotechnology; robotics and automation; and top-growth business sectors.

- Within the context of the above and with the intent to define activity for which human, physical and natural resources are found in Troy, nearby, or with in the Big Beaver corridor, substantial further research was conducted to define the "best" opportunities, or those with the highest probability of success, based on the noted factors and the current business composition. After the extensive research, three areas are considered to have significant potential for Troy and the Big Beaver corridor. These are:

  - Nanotechnologies, specifically nanomedicine, nanopaints, nanoantennas, liquid nanotechnology, and microsensors.

  - Polymers.

  - Robotics, specifically service, swarm and modular (autonomous machines) robotics.

  Some of the noted activity is related to homeland security as well.

There are many companies and other operations that are involved with Research and Development activity in these areas. These include those that follow. It is important to note that the list includes some of the largest corporate entities in the world, universities from outside of Michigan, venture capitalists, and small tech companies.

Ecology Coatings
National Institute of Standards and Technology
Applied AI Systems
Arrick Robotics
Autonomous Intelligent Systems
BotBoards
J HVW Technologies Oker Robotics
Inuktun Candadian Robots
Khepera Maker
Peter Anderson
The Product Finder
SolarBotics
Terra Aerospace Corporation
Yahoo Electronic Suppliers
Video and Robots
Wirz Electronics
Zagros Robotics
International Foundation of Robotics Research
Carnegie Mellon University
AbioCor
Active Corporation
Advanced Brain Monitoring, Inc.
Advanced Medical Electronics Corporation
Advectus Life Sciences, Inc.
Affymetrix
Algenix, Inc.
The Alin Foundation
AorTech Biomaterials
Applied Digital Solutions
Applied Medical Technology Ltd
BioKey
H2OIL Corporation
The Institute for Molecular Manufacturing
Pacific Nanotechnology
Infrared Identification, Inc.
TechGuard Security LLC
Varian Medical Systems
Southwest Research Institute
MFIC Corporation
State University of New York
Yole Dévelopement
Lumileds, Osram, Nichia or Cree
Agilent Technologies
Asylum Research
Carl Zeiss - Microimaging
Credence Systems Corp.
Danaher Corp.
FEI Company
Evex Analytical
Hitachi
Hypervision Inc
Hypres Inc
McAllister Technical Services
Micromanipulator Company Inc
Obducat AB
OMICRON NanoTechnology
Quesant Instrument Corp
Seiko Corp
TNP Instruments Inc
Topcon
Veeco Instruments
WITec Instruments
Xanavi Informatics Corporation
AISIN AW Co., Ltd
SANYO Electric Co
Sony
ROBOSOFT
Macroswiss S.A.
University of Pennsylvania
Cognex
Warwick Effect Polymers
Union Chemical Laboratories
Teledyne Microelectronic Technologies
E Ink Corp.
Plastic Logic Ltd
InPhase Technologies
Optware Corp.
Colossal Storage Corporation
Bayer MaterialScience
Fujitsu
Siemens
SPARTA Inc.
Terahertz Technologies Inc.
Abaxis
Univet Eyeware
Bath Iron Works
Northrop Grumman
Edison Welding Institute
ManTech International Corporation
LightMachinery Inc.
Optics for Research
Novellus
Bio-D Plastics
ATP Engineered Rubber & Plastics Group

- Demand for retail goods and related services is based on the market's ability to purchase the goods or services. Two market areas were used to assess additional retail opportunities for the Big Beaver corridor. These are: Troy itself and those in close proximity to it; and the remainder of Oakland County. As defined in the estimates of housing growth, these areas were selected because of the significant "rooftop" growth opportunities presented.

  There is no reason to believe that the corridor does not attract residents of other nearby communities outside of the county. However, any sales derived from this latter group have not been considered in this analysis, tending to potentially understate retail demand opportunities. It is further noted that employees of offices and other businesses are most often subsets of these markets, generally with higher market penetration capabilities.

- Estimates of future demand for goods and services are premised upon changes in the markets. Those changes are expected to result primarily if not totally from increases in households and not income. The estimates are based on constant dollars, excluding inflation.

- Aggregate retail goods and related services sales generated by residents of the primary market or Troy and its immediate surroundings are estimated at $2.8 billion in 2006. The secondary market's sales or those generated by the remainder of the county's residents are estimated at $18.8 billion are in 2006. Aggregate retail sales figures represent a compilation of sales associated with ten major categories. The ten major categories of retail goods and related services are:

  - Food, such as groceries and related merchandise generally purchased for home preparation or consumption.
  - Eating and drinking, consisting of prepared food and beverages generally consumed on the premises or carried to another location.
  - General merchandise, including variety stores, department stores and large value oriented retail operators.
  - Furniture and accessories, including appliances and home furnishings.
  - Transportation and utilities, including the sale of new and used automotive and other personal vehicles and parts and basic utilities for the home.
  - Drugstores, including those specializing in health and beauty aids or pharmaceuticals.
  - Apparel and accessories.
  - Hardware and building materials, including traditional hardware stores and garden and home improvement centers.
  - Auto services, including gasoline and vehicle repair.
  - Miscellaneous, which includes a plethora of retail goods and services ranging from florists to paper goods.

Some operations fall into more than one category. For example, many of the general merchandisers associated with the "big box" stores, such as Meijer, have more or less traditional supermarket components within their operations.

- There are sub-categories, generally associated with particular types of businesses, found within each retail category. While not necessarily the largest in terms of sales, the miscellaneous category contains more sub-categories or types of establishments than any other major retail category. It is noted that irrespective of the strength, location factors, mass, or other issues, no community is able to attract all of the sales generated in a primary market area. As examples, people employed elsewhere often spend resources at or near their employment. At other times people make visits and spend money with relatives and friends living elsewhere or while on vacations.

- Retail sales and related services revenues are converted to supportable space through the application of sales or revenue productivity levels. A sales or revenue productivity level is the level of sales or revenues per square foot at which it is assumed that the business will generate sufficient revenue to cover all costs of operation as well as provide a reasonable return on investment for the ownership or operating entity. As might be expected, sales or revenue productivity levels vary, sometimes greatly, for each sub-category, type of business operation, or store-type. The productivity levels vary from very low figures for bowling centers to hundreds of dollars for other users. Supportable space is derived by dividing the amount of sales by a sales productivity level.

- From a public policy perspective, growth opportunities are critical. By focusing on opportunities that result from growth and assuming reasonable competitive positions, no sales or revenues are extracted from existing operations to create or attract new business or businesses. Thus and theoretically, expansions or new businesses do not come at the expense of existing operations.

The table that follows contains the estimates of sales and space for the primary market, consisting of residents of Troy and surrounding areas, and the anticipated change from 2006 to 2010 and 2006 to 2015. At a minimum, the market will support another 1 million square feet of space. It is important to note that this opportunity is directly linked to housing and household growth and assumes that Big Beaver will add housing units in significant numbers. Should this not occur, the growth opportunity is likely to be much smaller. Furthermore, this space is not "new" space in the region, but because of the housing growth, stimulated by shifts in population in the region, the space is essentially "relocated" from other jurisdictions than Troy and Oakland County. The ten categories are highlighted in light grey.

Primary Market 2006 Estimated Demand for Retail Activity and Changes in Demand for 2006 to 201 and 2006 to 2015 (Space in Square Feet)*

Sub-category	2006 sales	2006-2010 sales	2006-2015 slaes	2006 space	2006-2010 space	2006-2015 space
Food	$129,471,000	$7,109,000	$15,995,000	241,794	13,277	29,872
Supermarkets	108,108,285	5,936,015	13,355,825	183,234	10,061	22,637
Independents	10,357,680	568,720	1,279,600	25,894	1,422	3,199
Bakeries	2,848,362	156,398	351,890	9,495	521	1,173
Dairies	1,683,123	92,417	207,935	4,675	257	578
Others	6,473,550	355,450	799,750	18,496	1,016	2,285
Eat/Drink	232,164,000	12,747,000	28,681,000	580,410	31,868	71,703
General Merchandise	588,001,000	32,285,000	72,641,000	1,918,004	105,310	236,948
Dept. Stores	214,620,365	11,784,025	26,513,965	715,401	39,280	88,380
Variety Stores	42,336,072	2,324,520	5,230,152	162,831	8,940	20,116
Jewelry	40,572,069	2,227,665	5,012,229	57,144	3,138	7,059
Sporting Goods/Toys	64,092,109	3,519,065	7,917,869	213,640	11,730	26,393
Discount Dept.	214,032,364	11,751,740	26,441,324	713,441	39,172	88,138
Antiques, etc.	2,940,005	161,425	363,205	12,783	702	1,579
Others	9,408,016	516,560	1,162,256	42,764	2,348	5,283
Furniture	220,569,000	12,111,000	27,249,000	692,609	38,030	85,564
Furniture	52,054,284	2,858,196	6,430,764	167,917	9,220	20,744
Home Furnishings	76,758,012	4,214,628	9,482,652	219,309	12,042	27,093
Store/Office Equip.	48,084,042	2,640,198	5,940,282	160,280	8,801	19,801
Music Instr./Suppl.	9,484,467	520,773	1,171,707	47,422	2,604	5,859
Radios,TV, etc.	34,188,195	1,877,205	4,223,595	97,681	5,363	12,067
Transportation & Utilities	680,480,000	37,362,000	84,066,000	1,980,105	108,719	244,621
New/Used Vehicles	238,168,000	13,076,700	29,423,100	595,420	32,692	73,558
Tires, Batt., Prts.	300,091,680	16,476,642	37,073,106	1,000,306	54,922	123,577
Marine Sales/Rentals	36,065,440	1,980,186	4,455,498	97,474	5,352	12,042
Auto/Truck Rentals	106,154,880	5,828,472	13,114,296	286,905	15,753	35,444
Drugstore	118,152,000	6,487,000	14,596,000	236,304	12,974	29,192
Apparel	120,361,000	6,609,000	14,869,000	374,529	20,565	46,268
Men's and Boy's	15,767,291	865,779	1,947,839	39,418	2,164	4,870
Women's and Girl's	39,959,852	2,194,188	4,936,508	108,000	5,930	13,342
Infants	2,527,581	138,789	312,249	8,425	463	1,041
Family	33,460,358	1,837,302	4,133,582	111,535	6,124	13,779
Shoes	25,155,449	1,381,281	3,107,621	91,474	5,023	11,300
Jeans/Leather	481,444	26,436	59,476	1,605	88	198
Tailors/Uniforms	2,166,498	118,962	267,642	10,832	595	1,338
Others	842,527	46,263	104,083	3,240	178	400
Hardware	157,628,000	8,655,000	19,473,000	670,073	36,792	82,779
Hardware	76,291,952	4,189,020	9,424,932	305,168	16,756	37,700
Lawn/Seed/Fertil.	2,994,932	164,445	369,987	8,809	484	1,088
Others	78,341,116	4,301,535	9,678,081	356,096	19,552	43,991
Vehicle Service	140,237,000	7,700,000	17,325,000	341,404	18,746	42,177
Gasoline	47,680,580	2,618,000	5,890,500	32,883	1,806	4,062
Garage, Repairs	92,556,420	5,082,000	11,434,500	308,521	16,940	38,115
Miscellaneous	373,505,000	20,508,000	46,142,000	1,442,594	79,207	178,216
Advert. Signs, etc.	5,976,080	328,128	738,272	21,731	1,193	2,685
Barber/Beauty shop	22,783,805	1,250,988	2,814,662	113,919	6,255	14,073
Book Stores	17,181,230	943,368	2,122,532	46,436	2,550	5,737
Bowling	8,590,615	471,684	1,061,266	85,906	4,717	10,613
Cig./Tobacco Dealer	2,614,535	143,556	322,994	5,229	287	646
Dent./Physician Lab	14,940,200	820,320	1,845,680	45,970	2,524	5,679
Florist/Nurseries	28,012,875	1,538,100	3,460,650	65,913	3,619	8,143
Laundry, Dry Clean	12,699,170	697,272	1,568,828	42,331	2,324	5,229
Optical Goods/Opt.	8,964,120	492,192	1,107,408	25,612	1,406	3,164
Photo Sup./Photog.	25,771,845	1,415,052	3,183,798	73,634	4,043	9,097
Printing	30,253,905	1,661,148	3,737,502	110,014	6,041	13,591
Paper/Paper Prod.	16,060,715	881,844	1,984,106	80,304	4,409	9,921
Gifts/Cards/Novel.	53,411,215	2,932,644	6,598,306	178,037	9,775	21,994
Newsstands	2,988,040	164,064	369,136	5,976	328	738
Video Rent/Sales	48,555,650	2,666,040	5,998,460	242,778	13,330	29,992
Others	74,701,000	4,101,600	9,228,400	298,804	16,406	36,914
TOTAL	$2,760,568,000	$151,573,000	$341,037,000	8,477,826	465,488	1,047,340

*Developed by The Chesapeake Group, Inc., 2006.

The table that follows contains the estimates of sales and space for the secondary market, consisting of residents of the remainder of the county, and the anticipated change from 2006 to 2010 and 2006 to 2015. At a minimum, the market will support another 3.6 million square feet of space. It is also assumed that this opportunity is directly linked to housing and household growth for the county and assumes that Big Beaver will add housing units in significant numbers. Once again, this space is not "new" space in the region, the space is essentially "relocated" from other jurisdictions than Oakland County.

Secondary Market 2006 Estimated Demand for Retail Activity and Changes in Demand for 2006 to 201 and 2006 to 2015 (Space in Square Feet)*

Sub-category	2006	2006-2010	2006-2015	2006	2006-2010	2006-2015
Food	$1,829,688,000	$52,429,000	$117,966,000	3,417,045	97,914	220,308
Supermarkets	1,527,789,480	43,778,215	98,501,610	2,589,474	74,200	166,952
Independents	146,375,040	4,194,320	9,437,280	365,938	10,486	23,593
Bakeries	40,253,136	1,153,438	2,595,252	134,177	3,845	8,651
Dairies	23,785,944	681,577	1,533,558	66,072	1,893	4,260
Others	91,484,400	2,621,450	5,898,300	261,384	7,490	16,852
Eat/Drink	1,816,498,000	52,051,000	117,116,000	4,541,245	130,128	292,790
General Merchandise	2,379,913,000	68,196,000	153,441,000	7,763,053	222,449	500,510
Dept. Stores	868,668,245	24,891,540	56,005,965	2,895,561	82,972	186,687
Variety Stores	171,353,736	4,910,112	11,047,752	659,053	18,885	42,491
Jewelry	164,213,997	4,705,524	10,587,429	231,287	6,627	14,912
Sporting Goods/Toys	259,410,517	7,433,364	16,725,069	864,702	24,778	55,750
Discount Dept.	866,288,332	24,823,344	55,852,524	2,887,628	82,744	186,175
Antiques, etc.	11,899,565	340,980	767,205	51,737	1,483	3,336
Others	38,078,608	1,091,136	2,455,056	173,085	4,960	11,159
Furniture	1,279,463,000	36,663,000	82,491,000	4,017,642	115,125	259,031
Furniture	301,953,268	8,652,468	19,467,876	974,043	27,911	62,800
Home Furnishings	445,253,124	12,758,724	28,706,868	1,272,152	36,453	82,020
Store/Office Equip.	278,922,934	7,992,534	17,983,038	929,743	26,642	59,943
Music Instr./Suppl.	55,016,909	1,576,509	3,547,113	275,085	7,883	17,736
Radios,TV, etc.	198,316,765	5,682,765	12,786,105	566,619	16,236	36,532
Transportation & Utilities	5,059,436,000	144,977,000	326,199,000	14,722,276	421,863	949,196
New/Used Vehicles	1,770,802,600	50,741,950	114,169,650	4,427,007	126,855	285,424
Tires, Batt., Prts.	2,231,211,276	63,934,857	143,853,759	7,437,371	213,116	479,513
Marine Sales/Rentals	268,150,108	7,683,781	17,288,547	724,730	20,767	46,726
Auto/Truck Rentals	789,272,016	22,616,412	50,887,044	2,133,168	61,125	137,533
Drugstore	994,928,000	28,509,000	64,146,000	1,989,856	57,018	128,292
Apparel	821,569,000	23,542,000	52,969,000	2,556,493	73,257	164,824
Men's and Boy's	107,625,539	3,084,002	6,938,939	269,064	7,710	17,347
Women's and Girl's	272,760,908	7,815,944	17,585,708	737,192	21,124	47,529
Infants	17,252,949	494,382	1,112,349	57,510	1,648	3,708
Family	228,396,182	6,544,676	14,725,382	761,321	21,816	49,085
Shoes	171,707,921	4,920,278	11,070,521	624,392	17,892	40,256
Jeans/Leather	3,286,276	94,168	211,876	10,954	314	706
Tailors/Uniforms	14,788,242	423,756	953,442	73,941	2,119	4,767
Others	5,750,983	164,794	370,783	22,119	634	1,426
Hardware	1,075,955,000	30,831,000	69,370,000	4,573,856	131,062	294,890
Hardware	520,762,220	14,922,204	33,575,080	2,083,049	59,689	134,300
Lawn/Seed/Fertil.	20,443,145	585,789	1,318,030	60,127	1,723	3,877
Others	534,749,635	15,323,007	34,476,890	2,430,680	69,650	156,713
Vehicle Service	957,242,000	27,430,000	61,717,000	2,330,389	66,778	150,249
Gasoline	325,462,280	9,326,200	20,983,780	224,457	6,432	14,472
Garage, Repairs	631,779,720	18,103,800	40,733,220	2,105,932	60,346	135,777
Miscellaneous	2,628,646,000	75,323,000	169,478,000	10,152,656	290,920	654,579
Advert. Signs, etc.	42,058,336	1,205,168	2,711,648	152,939	4,382	9,861
Barber/Beauty shop	160,347,406	4,594,703	10,338,158	801,737	22,974	51,691
Book Stores	120,917,716	3,464,858	7,795,988	326,805	9,364	21,070
Bowling	60,458,858	1,732,429	3,897,994	604,589	17,324	38,980
Cig./Tobacco Dealer	18,400,522	527,261	1,186,346	36,801	1,055	2,373
Dent./Physician Lab	105,145,840	3,012,920	6,779,120	323,526	9,271	20,859
Florist/Nurseries	197,148,450	5,649,225	12,710,850	463,879	13,292	29,908
Laundry, Dry Clean	89,373,964	2,560,982	5,762,252	297,913	8,537	19,208
Optical Goods/Opt.	63,087,504	1,807,752	4,067,472	180,250	5,165	11,621
Photo Sup./Photog.	181,376,574	5,197,287	11,693,982	518,219	14,849	33,411
Printing	212,920,326	6,101,163	13,727,718	774,256	22,186	49,919
Paper/Paper Prod.	113,031,778	3,238,889	7,287,554	565,159	16,194	36,438
Gifts/Cards/Novel.	375,896,378	10,771,189	24,235,354	1,252,988	35,904	80,785
Newsstands	21,029,168	602,584	1,355,824	42,058	1,205	2,712
Video Rent/Sales	341,723,980	9,791,990	22,032,140	1,708,620	48,960	110,161
Others	525,729,200	15,064,600	33,895,600	2,102,917	60,258	135,582
TOTAL	$18,843,338,000	$539,951,000	$1,214,893,000	56,064,511	1,606,514	3,614,669

*Developed by The Chesapeake Group, Inc., 2006.

- Current retail activity is significant both within the corridor's study area and immediately surrounding it. The interstate access and other arterial connections have made the study area and surroundings a mecca for retail. The Big Beaver corridor includes the highest end retailers in the country as well as large "box" discounters. It includes many high end restaurant chains. There is essentially nothing that anyone would want that cannot be found in the corridor in a reasonable fashion at this time, with the exception of a variety of entertainment.

- Penetration of the markets by the corridor is an important determining factor in the ability of the study area to capture additional retail opportunities derived from growth. For the primary market, it is assumed that the study area could capture as much as 25% or one-fourth of the growth. However, this growth in retail should not precede growth in housing within the corridor. New retail associated with this market is expected to be largely convenience goods oriented, or meet the needs of the new residents. Uses such as specialty markets, natural food markets, drugstores, bakeries, etc. fall into this category. In addition some additional restaurant activity could be attracted as the residential grows. Yet, the niche for such activity is likely to be "family-priced" operations.

  Market penetration levels in the secondary market are lower than in the primary market. The table that follows contains the penetration level demand that could potentially be captured within the corridor. Assuming the environment for the activity is created, at least partially through the addition of residential development in the study area, a maximum of 400,000 square feet of new retail could be capture. Included would be ethnic and other restaurants offering evening entertainment at least on weekends and limited engagements during the week.

Penetration Level Secondary Market 2006 Estimated Demand for Retail Activity and Changes in Demand for 2006 to 201 and 2006 to 2015 (Space in Square Feet)*

Sub-category	2006	2006-2010	2006-2015	2006	2006-2010	2006-2015
Food	$201,266,000	$5,767,000	$12,976,000	375,876	10,770	24,234
Supermarkets	168,057,110	4,815,445	10,834,960	284,843	8,162	18,364
Independents	16,101,280	461,360	1,038,080	40,253	1,153	2,595
Bakeries	4,427,852	126,874	285,472	14,760	423	952
Dairies	2,616,458	74,971	168,688	7,268	208	469
Others	10,063,300	288,350	648,800	28,752	824	1,854
Eat/Drink	199,815,000	5,726,000	12,883,000	499,538	14,315	32,208
General Merchandise	261,790,000	7,502,000	16,878,000	853,935	24,470	55,054
Dept. Stores	95,553,350	2,738,230	6,160,470	318,511	9,127	20,535
Variety Stores	18,848,880	540,144	1,215,216	72,496	2,077	4,674
Jewelry	18,063,510	517,638	1,164,582	25,442	729	1,640
Sporting Goods/Toys	28,535,110	817,718	1,839,702	95,117	2,726	6,132
Discount Dept.	95,291,560	2,730,728	6,143,592	317,639	9,102	20,479
Antiques, etc.	1,308,950	37,510	84,390	5,691	163	367
Others	4,188,640	120,032	270,048	19,039	546	1,227
Furniture	140,741,000	4,033,000	9,074,000	441,941	12,664	28,493
Furniture	33,214,876	951,788	2,141,464	107,145	3,070	6,908
Home Furnishings	48,977,868	1,403,484	3,157,752	139,937	4,010	9,022
Store/Office Equip.	30,681,538	879,194	1,978,132	102,272	2,931	6,594
Music Instr./Suppl.	6,051,863	173,419	390,182	30,259	867	1,951
Radios,TV, etc.	21,814,855	625,115	1,406,470	62,328	1,786	4,018
Transportation & Utilities	556,538,000	15,948,000	35,882,000	1,619,450	46,407	104,413
New/Used Vehicles	194,788,300	5,581,800	12,558,700	486,971	13,955	31,397
Tires, Batt., Prts.	245,433,258	7,033,068	15,823,962	818,111	23,444	52,747
Marine Sales/Rentals	29,496,514	845,244	1,901,746	79,720	2,284	5,140
Auto/Truck Rentals	86,819,928	2,487,888	5,597,592	234,648	6,724	15,129
Drugstore	109,442,000	3,136,000	7,056,000	218,884	6,272	14,112
Apparel	90,373,000	2,590,000	5,827,000	281,215	8,059	18,133
Men's and Boy's	11,838,863	339,290	763,337	29,597	848	1,908
Women's and Girl's	30,003,836	859,880	1,934,564	81,091	2,324	5,229
Infants	1,897,833	54,390	122,367	6,326	181	408
Family	25,123,694	720,020	1,619,906	83,746	2,400	5,400
Shoes	18,887,957	541,310	1,217,843	68,683	1,968	4,429
Jeans/Leather	361,492	10,360	23,308	1,205	35	78
Tailors/Uniforms	1,626,714	46,620	104,886	8,134	233	524
Others	632,611	18,130	40,789	2,433	70	157
Hardware	118,355,000	3,391,000	7,631,000	503,124	14,415	32,439
Hardware	57,283,820	1,641,244	3,693,404	229,135	6,565	14,774
Lawn/Seed/Fertil.	2,248,745	64,429	144,989	6,614	189	426
Others	58,822,435	1,685,327	3,792,607	267,375	7,661	17,239
Vehicle Service	105,297,000	3,017,000	6,789,000	256,343	7,344	16,528
Gasoline	35,800,980	1,025,780	2,308,260	24,690	707	1,592
Garage, Repairs	69,496,020	1,991,220	4,480,740	231,653	6,637	14,936
Miscellaneous	289,151,000	8,286,000	18,643,000	1,116,791	32,004	72,004
Advert. Signs, etc.	4,626,416	132,576	298,288	16,823	482	1,085
Barber/Beauty shop	17,638,211	505,446	1,137,223	88,191	2,527	5,686
Book Stores	13,300,946	381,156	857,578	35,949	1,030	2,318
Bowling	6,650,473	190,578	428,789	66,505	1,906	4,288
Cig./Tobacco Dealer	2,024,057	58,002	130,501	4,048	116	261
Dent./Physician Lab	11,566,040	331,440	745,720	35,588	1,020	2,295
Florist/Nurseries	21,686,325	621,450	1,398,225	51,027	1,462	3,290
Laundry, Dry Clean	9,831,134	281,724	633,862	32,770	939	2,113
Optical Goods/Opt.	6,939,624	198,864	447,432	19,827	568	1,278
Photo Sup./Photog.	19,951,419	571,734	1,286,367	57,004	1,634	3,675
Printing	23,421,231	671,166	1,510,083	85,168	2,441	5,491
Paper/Paper Prod.	12,433,493	356,298	801,649	62,167	1,781	4,008
Gifts/Cards/Novel.	41,348,593	1,184,898	2,665,949	137,829	3,950	8,886
Newsstands	2,313,208	66,288	149,144	4,626	133	298
Video Rent/Sales	37,589,630	1,077,180	2,423,590	187,948	5,386	12,118
Others	57,830,200	1,657,200	3,728,600	231,321	6,629	14,914
TOTAL	$2,072,768,000	$59,396,000	$133,639,000	6,167,097	176,720	397,618

*Developed by The Chesapeake Group, Inc., 2006.

- Residential growth provides the opportunity for growth in professional and other services. Office growth results from needs generated by residents for services, the growing need for employment in close proximity to the home, the potential to expand the "industrial base" through R & D, other opportunities defined in the comparative assessment, etc. The following are factored into the estimates of office space opportunity for the Big Beaver corridor:

  - The average amount of square feet per office employee is estimated at about 250. This is a gross figure, including corridors, entrances, etc.

  - A reasonable proportion of the new households in Troy and the corridor will be headed by those seeking retirement or semi-retirement in the near future.

  - The average new household in the county is expected to have 1.1 employees. Based on current employment patterns and changes in the industrial base in the region, about 50% of the employees are likely to be in or require office space.

- With the anticipation of about 29,750 additional households in the county by 2015, as much as 4 million square feet of office space could be required to meet the employment and service needs of residents. Based on the assumption of additional housing units defined for the Big Beaver corridor, an additional 800,000 to 1 million square feet of space would be required to meet the needs of R & D activity, expansion of the financial services niche, expanded medical and other professional services, and any other activity.

- While it is recognized that Michigan has defined a "Centers of Excellence" Program, Troy should examine the State of New York's efforts associated with the specific "Center of Excellence" effort in Rochester as one of three potential models for pursuing expansion of the corridor's economic base of activity. That effort is one based on very strong private corporate involvement, substantial involvement by an array of higher education institutions from within and outside the area, and, to a lesser extent, government. It is also noted that the program is geared toward R & D which is not likely to have short-term returns, but long-term returns, if any, that do not justify solely private investment in the short-term (since there are no immediate or other returns (revenue streams) that can be initially identified).

- Much of the indicated analysis conclusions and requires development of activity and associated space, whether it involve R & D, retail, other office, or housing. In a perfect world, this would happen "instantaneously". However, unless the proper people become aware of the opportunities that exist, there is a decreased probability that it will happen in the foreseeable future. Thus, much of the success is dependent upon recruitment.

  There are two types of recruitment activity suggested. In either case, it should be done for the corridor by Troy interests independent of other jurisdiction interests or in addition to activities carried on with and through the other entities. One is developer recruitment while the other is direct business recruitment. The following are "advance steps" for establishing a successful recruitment effort.

  - Decide who will administer and provide staff support for the recruitment effort in general.

  - Develop marketing materials oriented toward the types of entities to be solicited. (Much of the materials should be flexible, alterable, and reproducible by the City or other entity.)

  - Obtain the ability to reproduce the materials on demand internally. (Acquire color laser printing capabilities if not available through the City or other entity.)

  - Develop lists of those to be solicited.

- Develop a set schedule for phasing of the recruitment process so that the work load is distributed over time.
- Establish a funding mechanism to insure that the effort is continual.

The marketing activity associated with recruitment would include:

- Distribution of developed materials via direct mail; advertising in select professional journals for developers, if affordable; and ICSC and other conference attendance, if affordable.
- Preparation of Request for Qualifications and Proposals.
- An "open house" could be arranged if feasible and interest in attendance is strong.
- Review and evaluation of the responses. (Independent party review is preferred).
- Establishment of the relationship (such as between the development interest and private property ownership).
- Continue follow-up, acting as an "ombudsman" for the process, at a minimum.
- DDA Board members should act as "Ambassadors", being available, when required to introduce prospects to the corridor. Ambassadors should be rotated in order to avoid placing undo time burden on individuals.

A "sister" effort developer recruitment is a business recruitment effort. It is conducted in the same manner as above, but without the RFP/RFQ component. The following is also appropriate for retail or office.

- Assemble local Realtors to inform them of the effort. Potentially establish an advisory committee within the DDA or City consisting of the local Realtors.
- Develop lists of those to be solicited.
- Distribution of developed materials via direct mail; advertising in select publications, if affordable; and "cold call" door knocking for restaurant and other unique, select interests.
- After initial contact, follow-up contact via telephone and internet and site visits to answer questions, gage interest, etc.
- Establish relationships with landlords, Realtors, property owners, or other appropriate parties.

DDA Meeting Minutes, June 21, 2006

A meeting of the Downtown Development Authority was held on Thursday, June 21, 2006 in the Lower Level Conference Room of Troy City Hall, 500 W. Big Beaver, Troy, Michigan. Alan Kiriluk called the meeting to order at 7:30 a.m.

PRESENT: Stuart Frankel, David Hay, Michele Hodges, Alan Kiriluk, Daniel MacLeish, Ernest Reschke, Louise Schilling, Douglas Schroeder, Harvey Weiss, G. Thomas York (departed 8:51 a.m.)
ABSENT: Michael Culpepper, William Kennis, Carol Price
ALSO PRESENT: John M. Lamerato, Brian Murphy, Lori Bluhm, Mark Miller

APPROVAL OF MINUTES

Resolution: DD-06-26
Moved by: Hodges
Seconded by: MacLeish

RESOLVED, That the minutes of the June 1, 2006 regular meeting be approved.

Yeas: All (10)
Absent: Culpepper, Kennis, Price

OLD BUSINESS
None

NEW BUSINESS
A. Big Beaver Corridor Study
Rodney L. Arroyo of Birchler Arroyo Associates, Inc. reviewed the final draft of the Big Beaver Corridor Study.

Resolution: DD-06-27
Moved by: Schilling
Seconded by: Hodges

RESOLVED, That the DDA Board endorse and embrace the key concepts of the Big Beaver Corridor Study.

Yeas: All (10)
Absent: Culpepper, Kennis, Price
Resolution: DD-06-28
Moved by: Schilling
Seconded by: Weiss

RESOLVED, That the next steps in moving the study forward is to meet and make presentations to City Council, Planning Commission, Chamber of Commerce, Road Commission and stakeholders.

Yeas: All (10)
Absent: Culpepper, Kennis, Price

B. Bylaw Change – Quorum Language
The Board felt this was an onerous provision to require a majority of the entire DDA membership to approve resolutions. There could be some support for certain types of action items such as (bond issues, plan revisions, etc.) of City Council's provision.

EXCUSE ABSENT MEMBERS
Resolution: DD-06-29
Moved by: Weiss
Seconded by: Schilling

RESOLVED, That Culpepper, Kennis and Price be excused.

Yeas: All (9)
Absent: Culpepper, Kennis, Price, York

PUBLIC COMMENT
One visitor in attendance addressed the Board.

MEMBER COMMENT
One member addressed the Board.

The meeting was adjourned at 8:58 a.m.